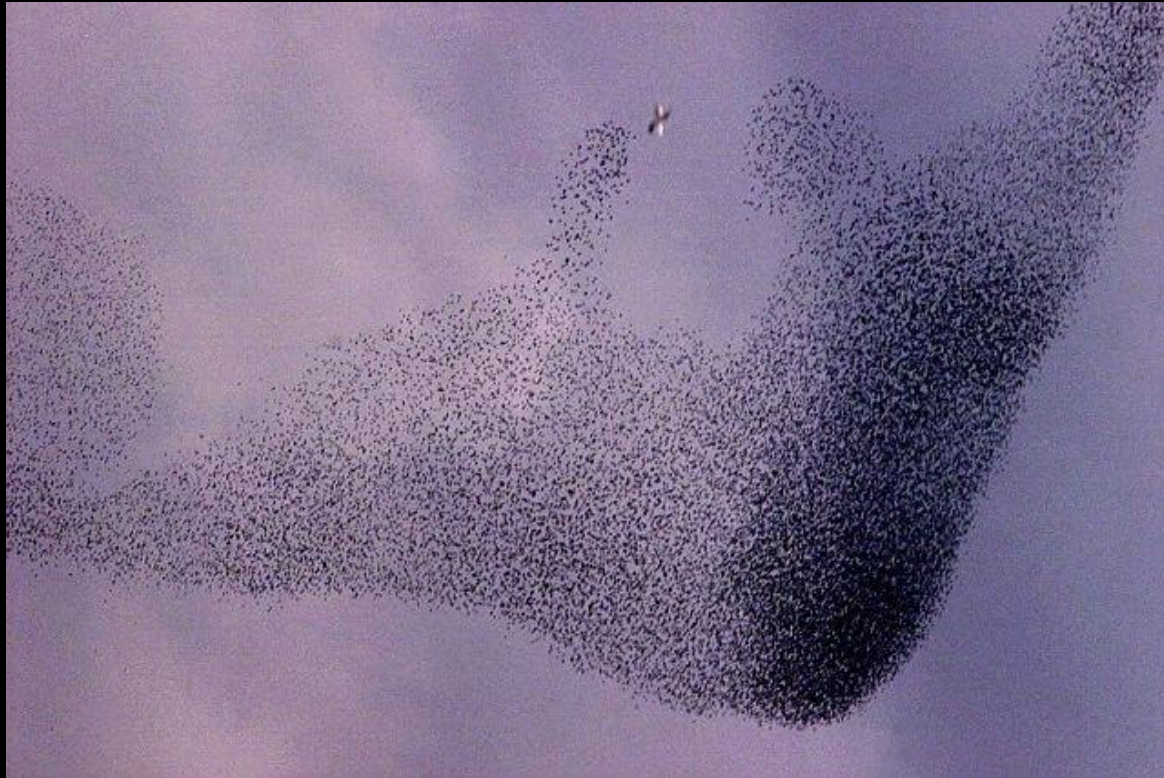
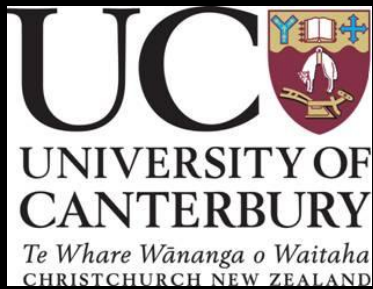


Seeding educational innovation: Emergence through adaptive leadership



EARCOS Leadership Conference 2012
Chris Jansen – University of Canterbury, New Zealand





Chris Jansen



linwood college

Providing learning
pathways to the future...



Overview

- self organisation and emergence
- leadership implications
- complexity thinking
- adaptive leadership



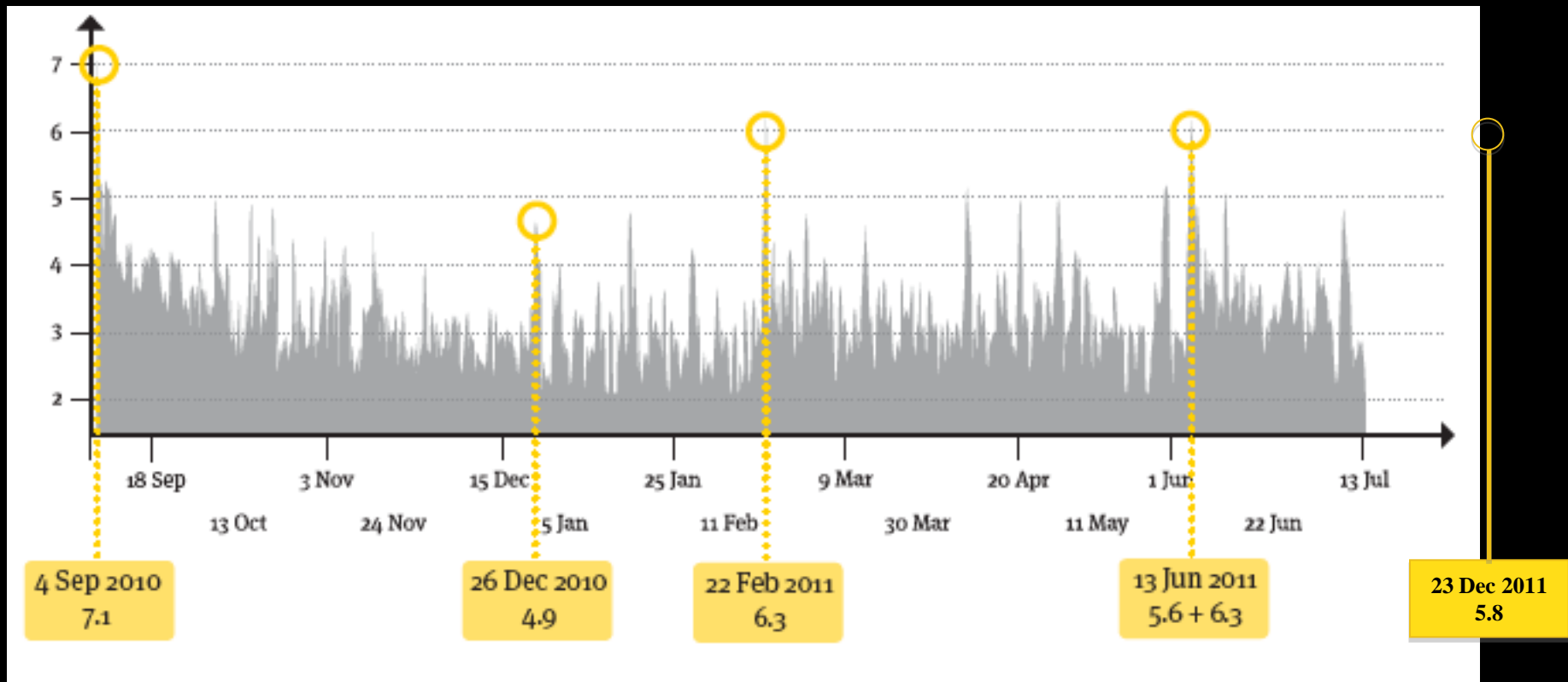








12,000+ aftershocks



2 years in Christchurch...







Christchurch City Mall







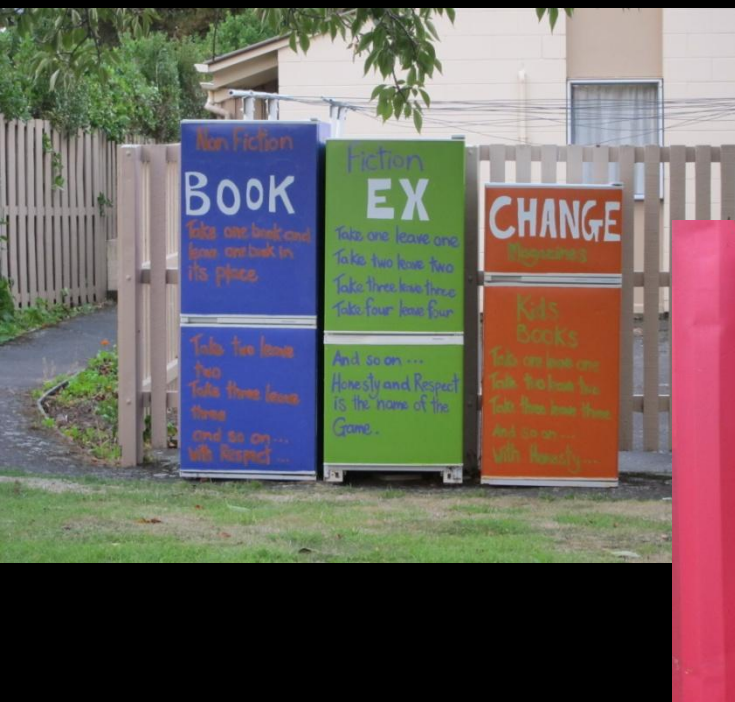
FREE
BANANAS
← INFO BOARD B CORNER







Over 360,000 tonnes of
liquifaction shovelled
Over 75,000 volunteer hours







Global travel guide hails Chch as top destination

Michael Wright
michael.wright@press.co.nz

Christchurch's earthquake recovery is winning global recognition and is set to make it one of the top tourist destinations in the world.

The city has won sixth spot in Lonely Planet's top ten cities for its 2013 *Best in Travel*, released today, the only New Zealand city to make the list.

The travel bible's annual 'best-of' publication identifies the best cities, regions and countries for the coming year and travel trends such as "the best place to do something new", "oddest food museums" and "the best place to hunt for buried treasure".

A Lonely Planet endorsement is seen as a massive boon to any city's tourism industry.

Christchurch is one of just three southern hemisphere centres on the list; the others are Hobart in Australia (7) and Puerto Iguazu in Argentina (10).

"Christchurch is bouncing back with a new energy and inventiveness," it says.

"The recovery effort is well under way and 2013 will be an intriguing year to join the rebirth of this proud southern city.

"In the city itself, exciting things are going on ... live-music venues have popped up all over the place and innovative artworks fill empty demolition sites."

The Buskers Festival, Ellerslie Flower Show and Cup and Show Week events



“

I like the energy of what Christchurch is doing. You're currently living with constant change and it's really exciting to see a city embrace that.

Chris Zeiher
Lonely Planet Asia-Pacific director

Lonely Planet's top 10 cities 2013



Chris Zeiher said the "inventiveness, energy, enthusiasm" of Christchurch's quake

The rating was based on what Christchurch would

tation, and when they come here they see a city that

travellers that this is quite an happened here. It's very

■ QUAKE INSUR

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Marc Greenhill
marc.greenhill@pres

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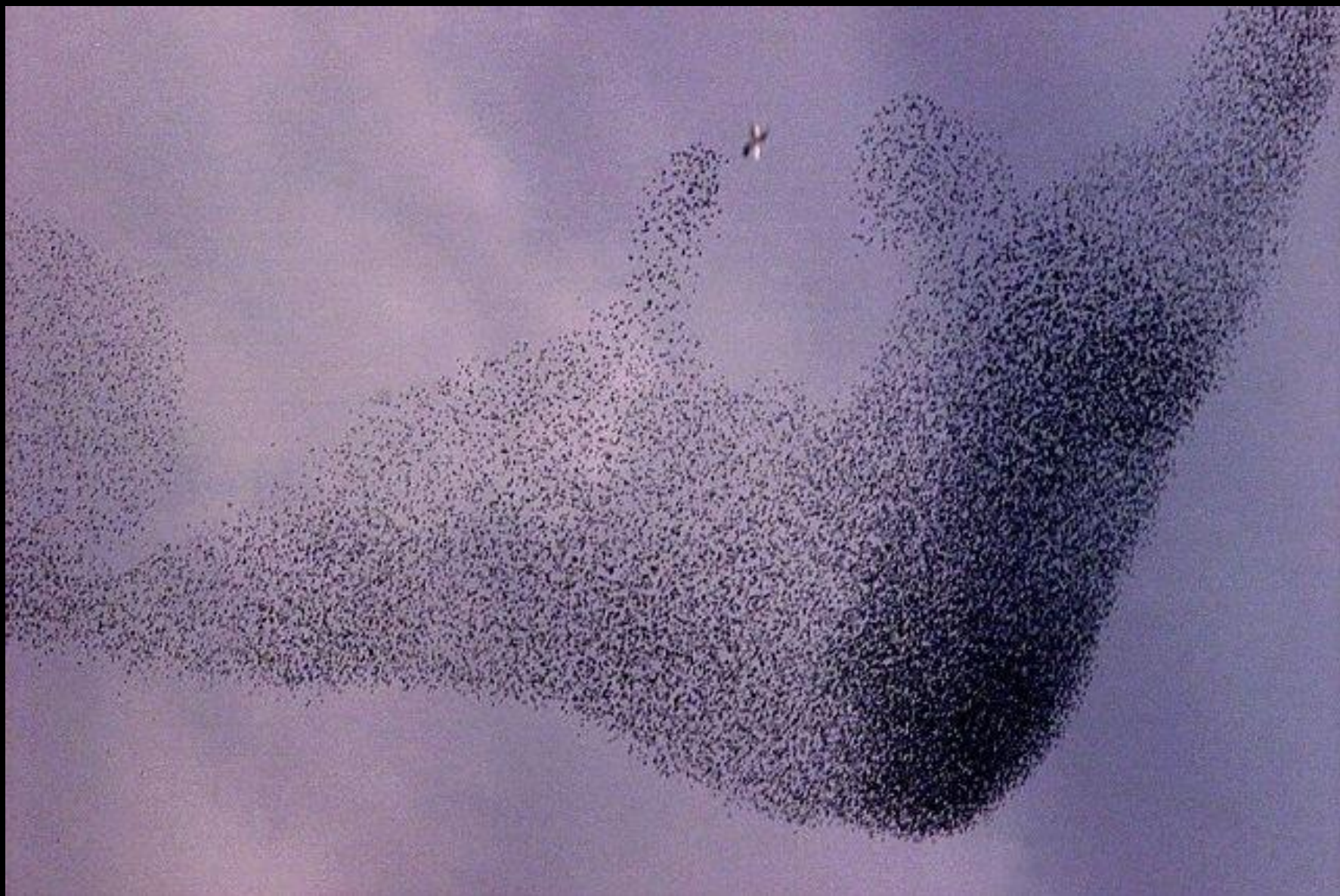
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Self organisation... ...emergence

a collective of independent agents that self-organise in a dynamic manner in order to create emergence—a patterned higher-order response to a threat or opportunity...



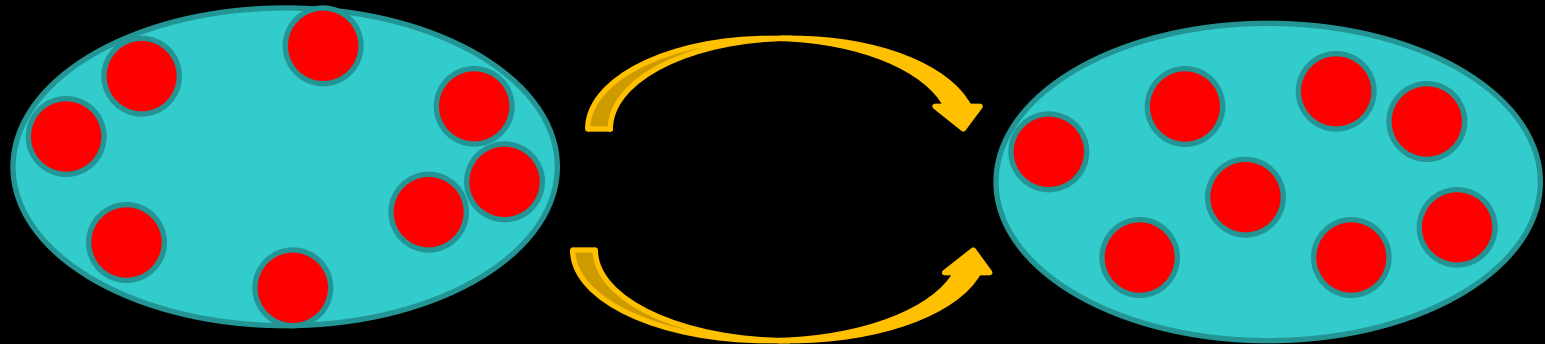




How does self organisation work?

- independent agents
- interactions with neighbours
- decentralised control
- an attractor - motivated by threat or opportunity

Self organisation leading to emergence



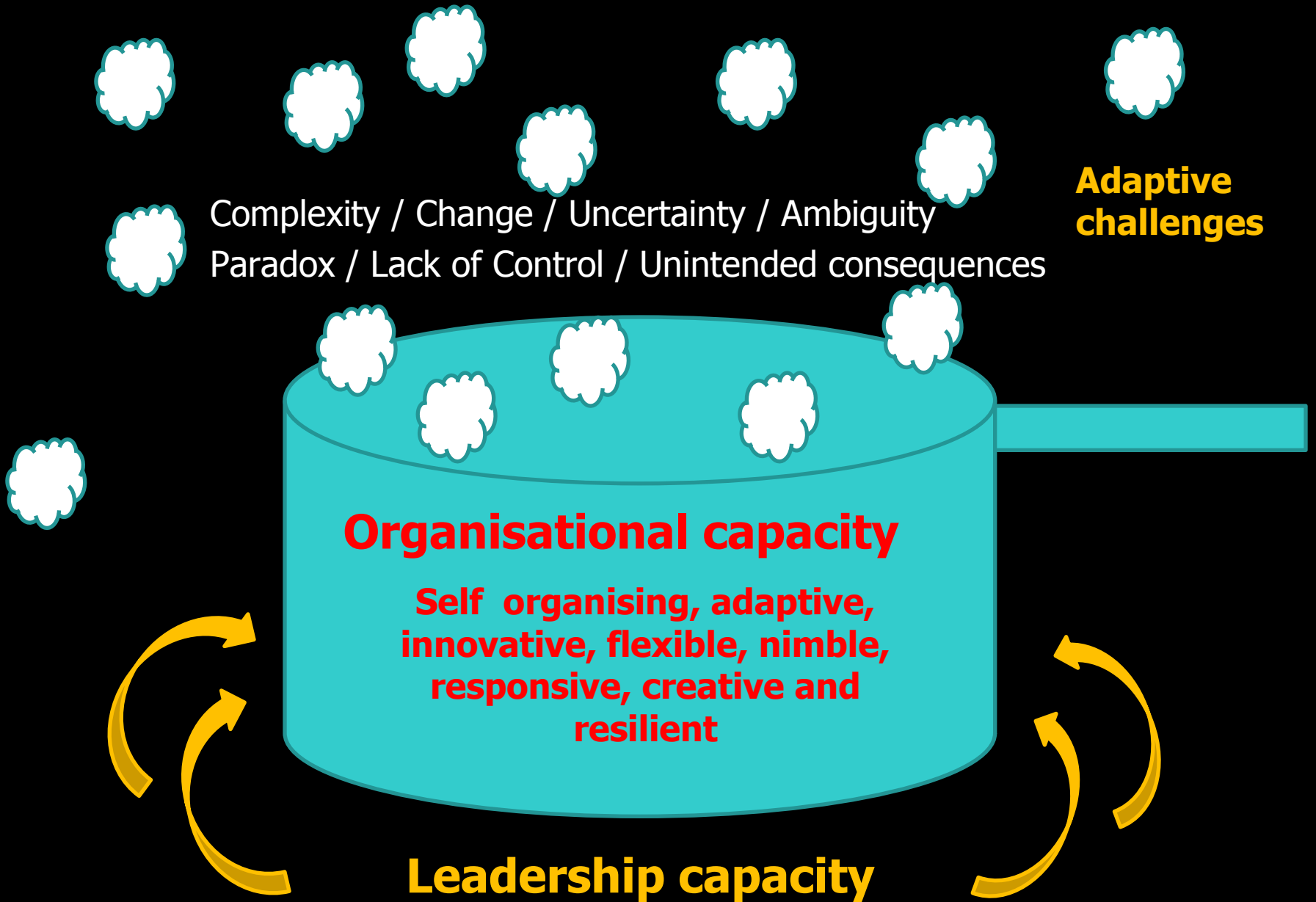
Complexity thinking, complex adaptive systems, adaptive leadership

Technical challenges

“can be solved with knowledge and procedures already at hand”

Adaptive challenges

“embedded in social complexity, require behaviour change and are rife with unintended consequences”



The Innovation Stack

Management innovation

organisational processes/leadership roles
communication and decision making

Strategic innovation

initiatives, programmes etc

Product/service innovation

pedagogy, technology etc

Operational innovation

timetable, processes etc

Gary Hamel – The Future of Management

"A key concept is Goo – like primordial soup, you can see it moving and growing – it involves people, relationships, you can't control it but you can notice it and foster it...it changes and evolves – its living and breathing...."

.....get your goo glasses on – when you walk into a room put aside the programme, cut out the strategy – see the history, interactions, how wired they are, the group dynamics - look for the living breathing thing and then that's the stuff that grows...." Duane Major

Can leaders foster self organisation?

Adaptive Leadership



Adaptive leadership: fostering self organisation

Conditions for self organisation

1. independent agents
2. interactions with neighbours
3. decentralised control
4. an attractor - motivated by threat or opportunity

Leadership role

1. Proactive mentoring
2. Foster interaction and shared learning
3. Distribute power
4. Explore and articulate shared values



Layer 1: Proactive mentoring

develop independent agents

Recognise and value people

- *Strong belief in people*
- *Prioritize them and take the time*
- *Creating space to empower people*
- *Notice, listen, appreciate*
- *Enlarge their self belief*
- *Recognise their strengths and passions*


Develop people

- *They leave in better shape than when they arrived*
- *Create support structures to meet needs*
- *Make opportunities available*
- *Support initiative and boundary pushing*
- *Note achievements*



“employee first – customer second”

Anand Pillai



*Who are you actively
developing and looking
out for? Who is looking
out for you?*

*How could we increase
this informal
mentoring?*

Layer 2: Foster interaction and shared learning

interactions with neighbours

"a healthy organisation is one in which all participants have a voice"
(Peck ,1988).

"It is no longer sufficient to have one person learning for the organisation... Its just not possible any longer to figure it out from the top, and have everyone else following the order of the 'grand strategist'. (Senge , 2002)

Develop culture

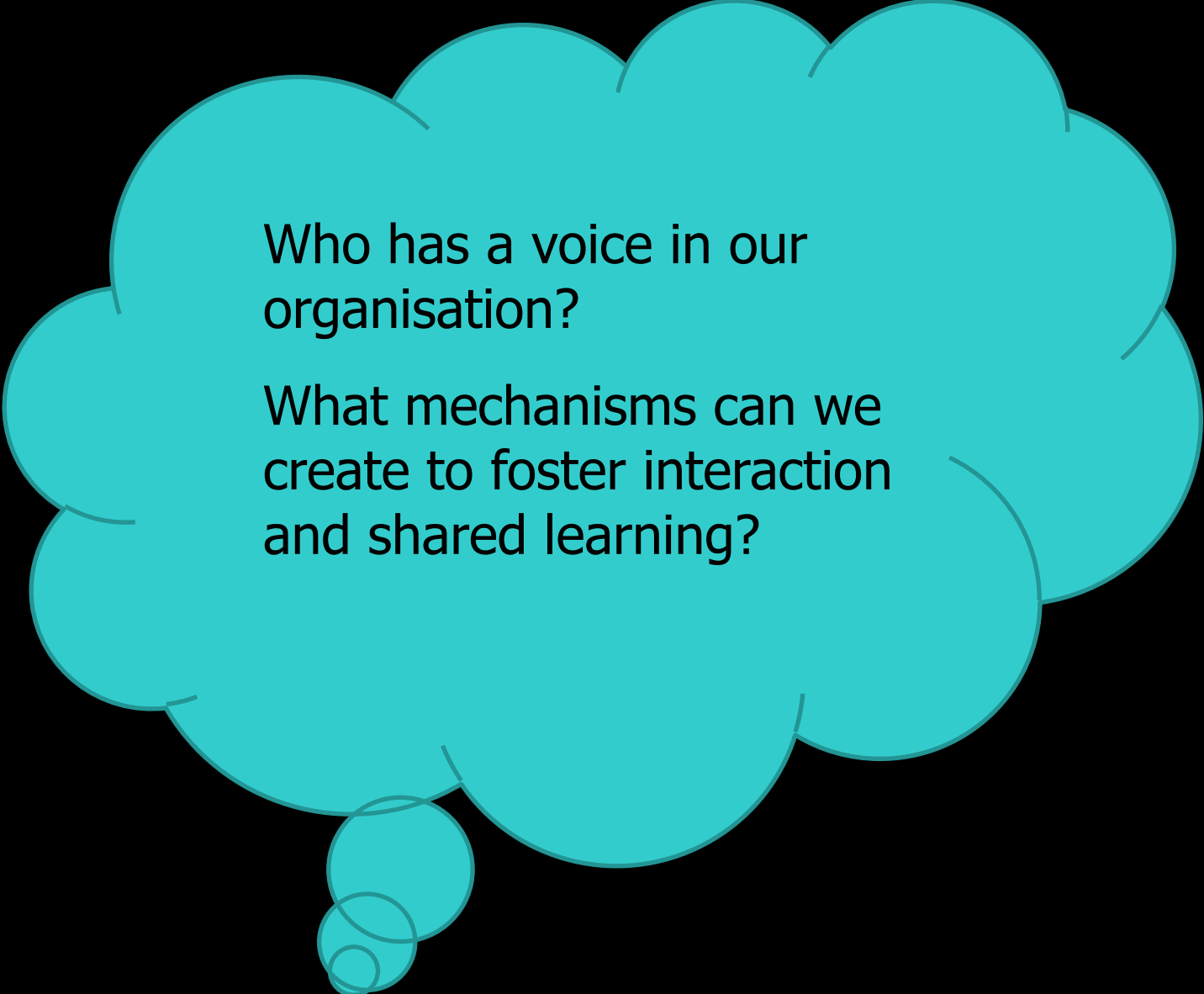
- *Creating environments*
- *Fostering high trust*
- *Build positive relationships*
- *Restorative environment*
- *Compliment each other's strengths*

Foster learning

- *Role model a learning attitude*
- *Opportunities to dialogue and build networks*
- *Listening to leverage collective intelligence*
- *Redesign social architecture*
- *Take time to consult, get buy in and find the best solution*
- *Generate feedback*

Sample Engagement Survey

- 1) *I really care about the future of my organisation*
- 2) *I am proud to tell others that I work for this organisation*
- 3) *My organisation inspires me to do my best*
- 4) *I would recommend my organisation to a friend as a good place to work*
- 5) *I am willing to put in a great deal of effort and time beyond what is normally expected*



Who has a voice in our organisation?

What mechanisms can we create to foster interaction and shared learning?

Layer 3: Distribute power and decentralise control

decentralised control

Share journey – share leadership

- *We are all leaders*
- *Break down hierarchy*
- *Share responsibility and accountability – bit by bit ...*
- *Create ownership and empowerment*
- *Delegate and let go*
- *Foster interdependance*
- *Master the process – not the content*

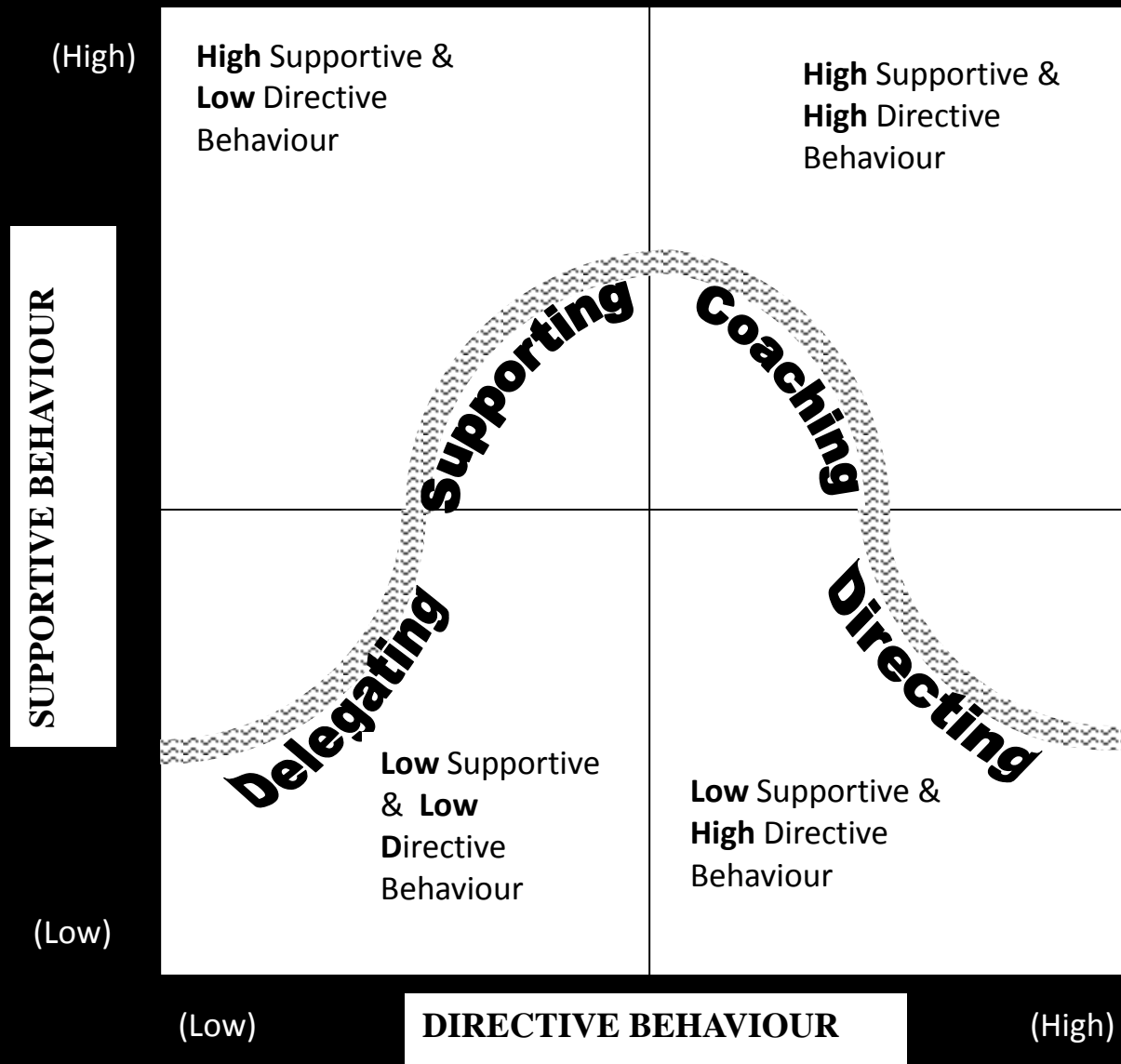


“Traditional organisations require management systems that control peoples behaviour, learning organisations invest in improving the quality of thinking, the capacity for reflection and team learning, and the ability to develop shared visions and shared understandings of complex issues” (Senge, 2002)

A framework for empowerment



Situational Leadership



*Go to the people,
Live with them,
Learn from them,
Love them,
Start with what they know,
Build with what they have,
But with the best leaders,
When the work is done,
The task accomplished,
The people will say,
"We have done it ourselves"*

Chinese Philosopher Lao Tsu



Who makes the
decisions?

How could power
be shared more
effectively?

Layer 4: Explore and Articulate Shared Values




**an attractor - motivated by
threat or opportunity**

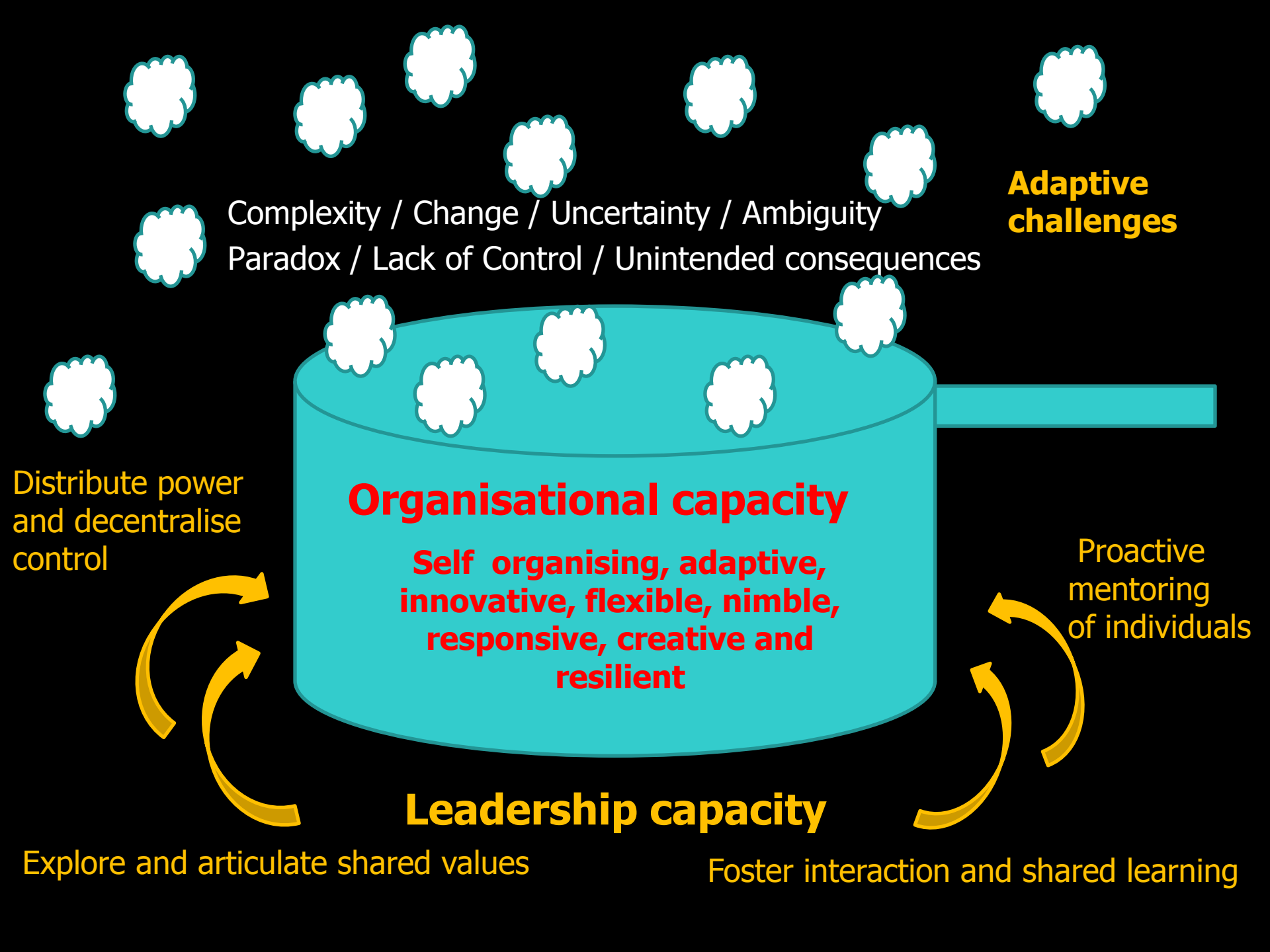
We need to be culturally tight and managerially loose. Order and design are not externally imposed but emerge as a result of the combination of individual freedom and shared core values

Getting on the same page

- *Explore individual values and negotiate organisational values to fit*
- *Role model values in leadership behaviour*
- *Reconnect all staff with personal moral purpose*
- *Establish benchmark of needs*
- *Create clarity around shared vision*
- *Leave space for emergent outcomes*



In what way does our
organisation live out shared
core values and vision?



Adaptive Leadership

Characterised by both;

- participative processes
- collaborate solution finding

"Surfing the Edge of Chaos"

Benefits:

- Engagement, ownership leading to...
...enthusiasm/energy and commitment
- Better solutions – innovation



The Pronoun Test

"I" or "We"

"My" or "Our"

"We" or "They"

Daniel Pink – "A whole new mind"

"There's only one thing better than ownership – authorship!"

Simon Breakspear, "Talent Magnets"

**Never doubt that a small group
of thoughtful, committed citizens
can change the world, indeed,
it's the only thing that ever has.**

-Margaret Mead

Keeping in contact....

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